



Commonwealth Project Management Division

Revision of the Commonwealth Project Management Standard

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**Commonwealth Project
Management Division**

January 2011





Purpose

The purpose of this briefing is to train Commonwealth-qualified Project Managers in the requirements and processes established in the January 2011 version of the Commonwealth Project Management Standard



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Agenda

- Background
- High Level Overview
 - Commonwealth Project Governance Assessment
 - Project Categories
 - Project Phases
 - Project Documentation
 - IV&V
- Process Flows
- Section by Section Review
- Questions



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Background

§ 2.2-225 (13) of the Code of Virginia requires the Secretary of Technology to, "Develop criteria and requirements defining "major information technology project" for purposes of § [2.2-2006](#). Such criteria and requirements shall include, but are not limited to, analysis of each project's risk and complexity.

Other changes in the Code of Virginia, specifically the disestablishment of the Information Technology Investment Board and assignment of the Secretary of Technology to supervise VITA required changes to our processes and procedures.



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- Applies to all proposed projects that have an estimated cost of \$250,000 (Commonwealth-level Projects)
- Provides a path to transition Agency-level Projects (Less than \$250,000) to Commonwealth-level Projects if their estimated cost increases
- Implements the Commonwealth Project Governance Assessment (CPGA)
- Establishes Project Categories based on the CPGA
- Defines the process for approval, governance, and oversight of Commonwealth-level projects
- Defines the requirements for documentation of projects as they progress through their lifecycle



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- What's Changing
 - Implementation of a Risk and Complexity-based methodology for the Oversight and Governance of Information Technology Projects
 - Introduction of Four Project Categories or levels of Governance & Oversight
 - Increased the estimated cost level that triggers Commonwealth Governance & Oversight
 - Elimination of the terms "Major It Project" and Non-Major IT Project" with regard to Governance & Oversight



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- What's Changing
 - Changes in some ITIM and project management terms
 - Changes in Project Documentation
 - Frequency of Status Reporting based on Project Category
 - New Requirement for Operations and Maintenance Planning
 - Three months prior to the scheduled completion of project execution
 - Reduction in the IV&V Program
 - Post Implementation Review for all Commonwealth-level projects



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- What's Not Changing
 - Requirement to thoroughly plan the project
 - Requirement to thoroughly document the project
 - Information Technology Investment Management
 - Limited Update In-process
 - Project Manager Qualification and Training



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Commonwealth Project Governance Assessment

Series of four Questionnaires Developed by PMD in cooperation with the ITIM Customer Council and Virginia Commonwealth University to assess the level of Risk and Complexity facing a particular project at key points in the project's lifecycle.



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- Investment Business Case Approval (formerly known as Planning Approval)



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- Investment Business Case Approval (formerly known as Planning Approval)
- Project Initiation Approval (formerly known as Development Approval)



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- Investment Business Case Approval (formerly known as Planning Approval)
- Project Initiation Approval (formerly known as Development Approval)
- Completion of the Draft Detailed Plan



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- Investment Business Case Approval (formerly known as Planning Approval)
- Project Initiation Approval (formerly known as Development Approval)
- Completion of the Draft Detailed Plan
- At the request of the Secretariat Oversight Committee or CIO during review of a Change Control Request >10%



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Risk is defined as an uncertain event or condition that, if it occurs, could have a positive or negative effect on a project's objectives.

Complexity is defined as the technological and management characteristics of the proposed project and the potential impacts, both positive and negative, that these characteristics could have on the project's risks.



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Commonwealth Project Governance Assessment

Methodology

- Project Sponsor/Manager Completes Draft Documentation
- Project Sponsor/Manager and Project Management Specialist review draft documents using the appropriate CPGA Questionnaire
- Establish Risk and Complexity levels based on CPGA scoring
- Establish Project Category based on Risk and Complexity levels



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Commonwealth Project Governance Assessment

Questionnaires

- Investment Business Case Approval
 - 15 Risk Questions & 16 Complexity Questions
- Project Initiation Approval
 - 29 Risk Questions & 25 Complexity Questions
- Detailed Plan Approval
 - 20 Risk Questions & 16 Complexity Questions
- Change Control Request
 - 4 Risk Questions



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Sample Question:

Investment Business Case Approval - Risk

How critical is the project to meeting externally generated mandates (Executive, Legislative or Judicial)?

- a. The project is critical to accomplishment of external mandates.
- b. The project is important to the accomplishment of external mandates.
- c. The project enhances accomplishment of external mandates.
- d. The project has little or no direct impact on accomplishment of external mandates.



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Sample Question:

Investment Business Case Approval - Complexity

Are multiple project procurement processes required? "Procurement processes" include, but are not limited to, procurement methods such as Requests for Proposal (RFP), Work Requests (WR), Sole Source, direct buy off a GSA contract, and direct buys off a State contract.

- a. >5
- b. 4-5
- c. 2-3
- d. 0-1



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- Additional Information
 - Responses are assigned scores and weighted
 - Scoring is cumulative from questionnaire to questionnaire
 - Questionnaires and scoring have been automated in the Commonwealth Technology Portfolio (ProSight)



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Project Categories

Category One – High Risk/High Complexity

Category Two – High Risk/Medium Complexity; High Risk/Low Complexity; Medium Risk/High Complexity

Category Three – Medium Risk/Medium Complexity; Medium Risk/Low Complexity; Low Risk/High Complexity

Category Four – Low Risk/Medium Complexity; Low Risk/Low Complexity



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Project Categories

<u>Category</u>	<u>Risk</u>	<u>Complexity</u>
1	High	High
2	High	Medium
2	High	Low
2	Medium	High
3	Medium	Medium
3	Medium	Low
3	Low	High
4	Low	Medium
4	Low	Low



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Project Categories

- Level of Approval for Project Initiation
- Oversight by Internal Agency Oversight Committee, Secretariat Oversight Committee and PMD
- Number of Documents that must be prepared
- Frequency of Status Reporting
- Frequency of IV&V Review



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Project Phases

- Investment Business Case Approval (ITIM Process)
 - Formerly known as "Planning Approval"
- Project Initiation Approval
 - Formerly known as "Development Approval"
- Detailed Planning
- Execution and Control
- Closeout



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Project Documentation

- Eliminate Preliminary Risk Assessment (ITIM Pre-Select Phase)
- Eliminate the Project Proposal
 - Some sections incorporated into the Project Charter
- Business Case and Alternative Analysis (BCAA)
 - Formerly known as Project Analysis Worksheet (Optional)
 - New mandatory form
- Updated Cost Benefit Analysis in ProSight
- Move the Procurement Plan to the Project Initiation Phase
- Eliminate Project Complexity Form
- Organizational Change Management Plan
 - Form coming in Phase II or III



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Independent Verification & Validation

- Eliminate the IV&V of the Detailed Plan
 - PMD Specialist performs a Detailed Review prior to CIO approval
- Eliminate the IV&V at Project Closeout
- Focus on IV&V at completion of key project phases in Execution
- Establishes a minimum calendar-based cycle
- Gives the SOC and the CIO the option of requesting an IV&V during review of a Change Control Request
- IV&V schedule established by completion of the "Quality Management and IV&V Plan"



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Implementation

- Projects that have been granted “Development Approval” on/before January 1, 2011 will continue under the current Project Management Standard.
 - Any current project that submits a Change Control Request after January 1, 2011 will be transitioned to the new standard.
 - Agencies may request transition to oversight under the new standard
- Projects seeking “Initiation Approval” on/after January 1, 2011 must undergo a “Pre-select Risk and Complexity Analysis” to establish their initial Project Category and will be subject to the provisions of the new standard.

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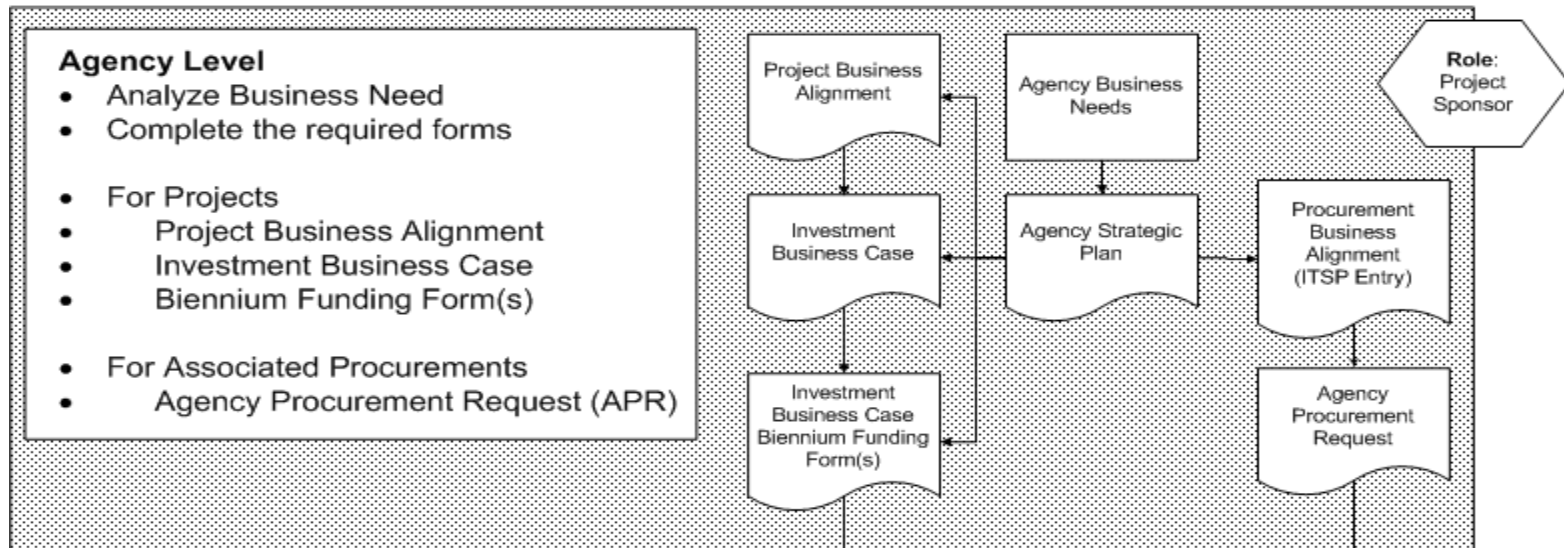
Process Flows



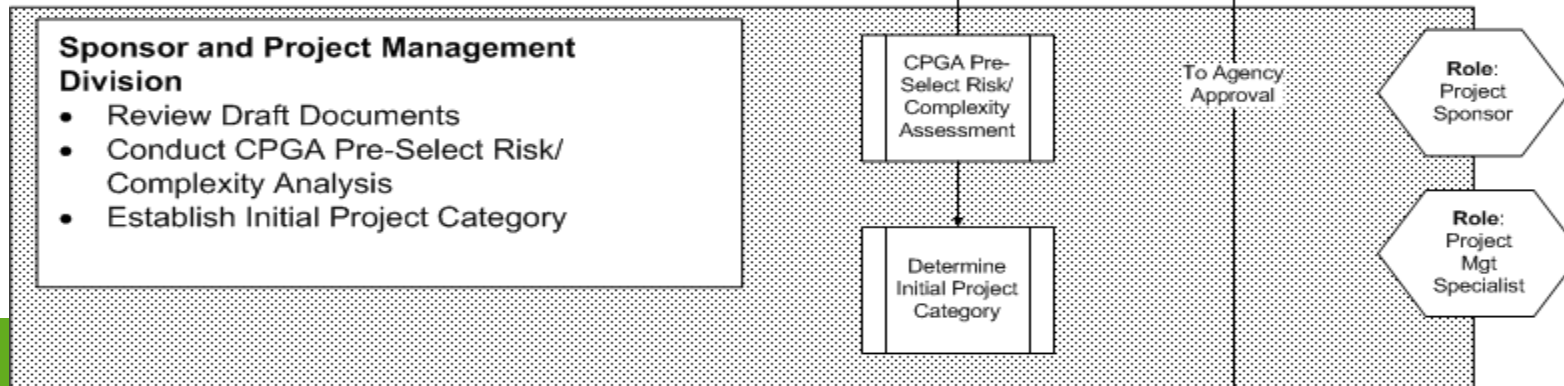
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Investment Business Case Analysis & Approval

Step 1



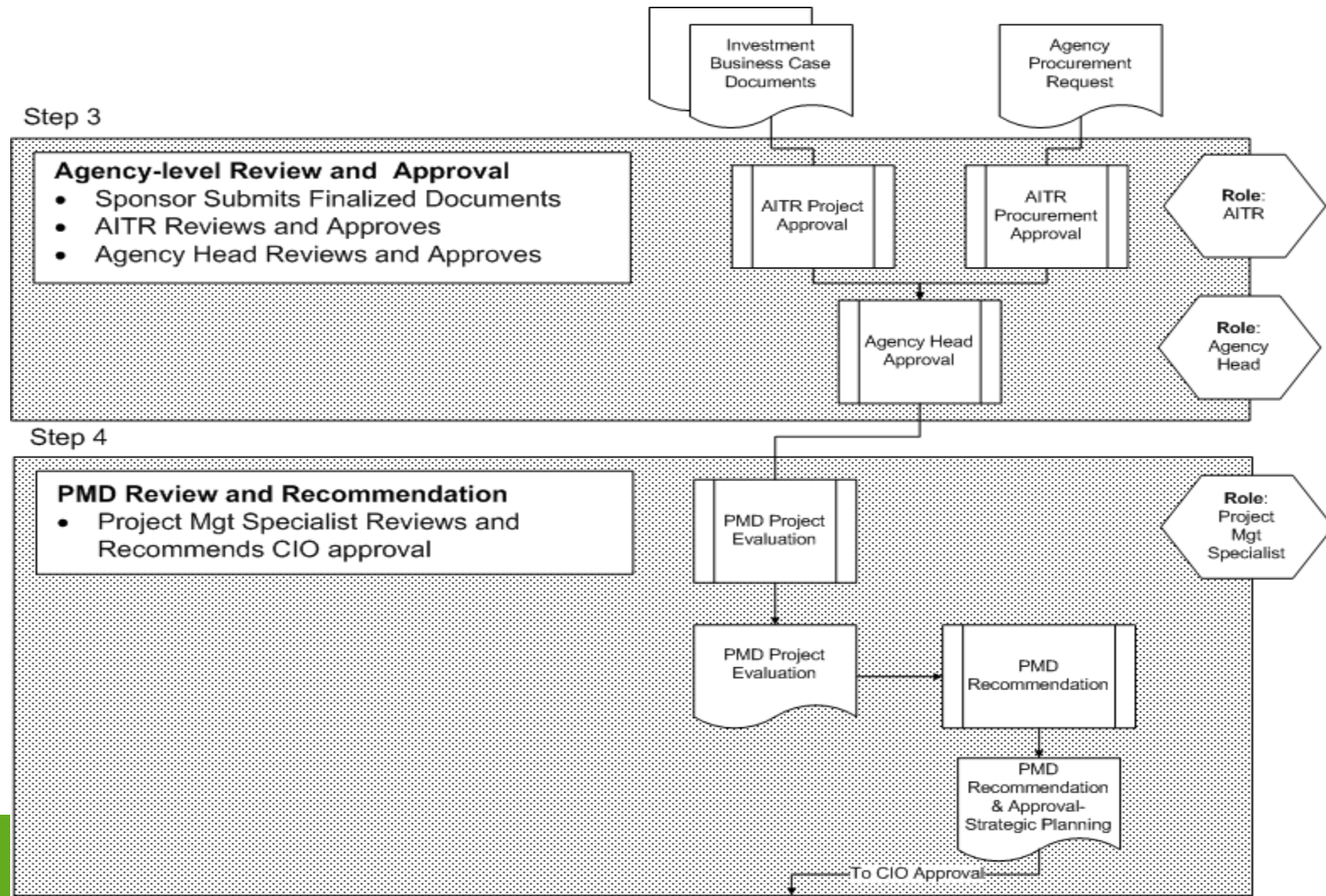
Step 2





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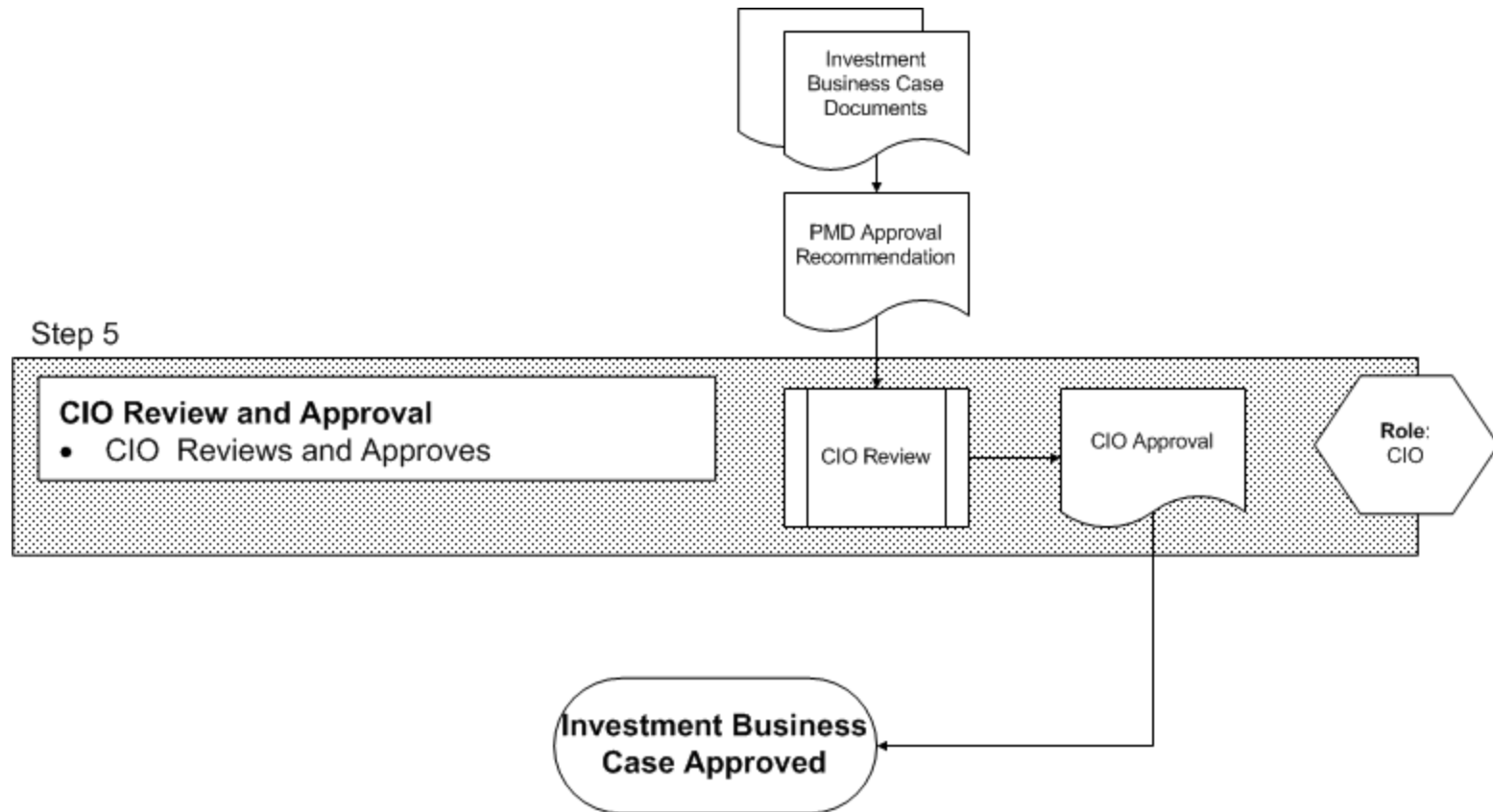
Investment Business Case Analysis & Approval





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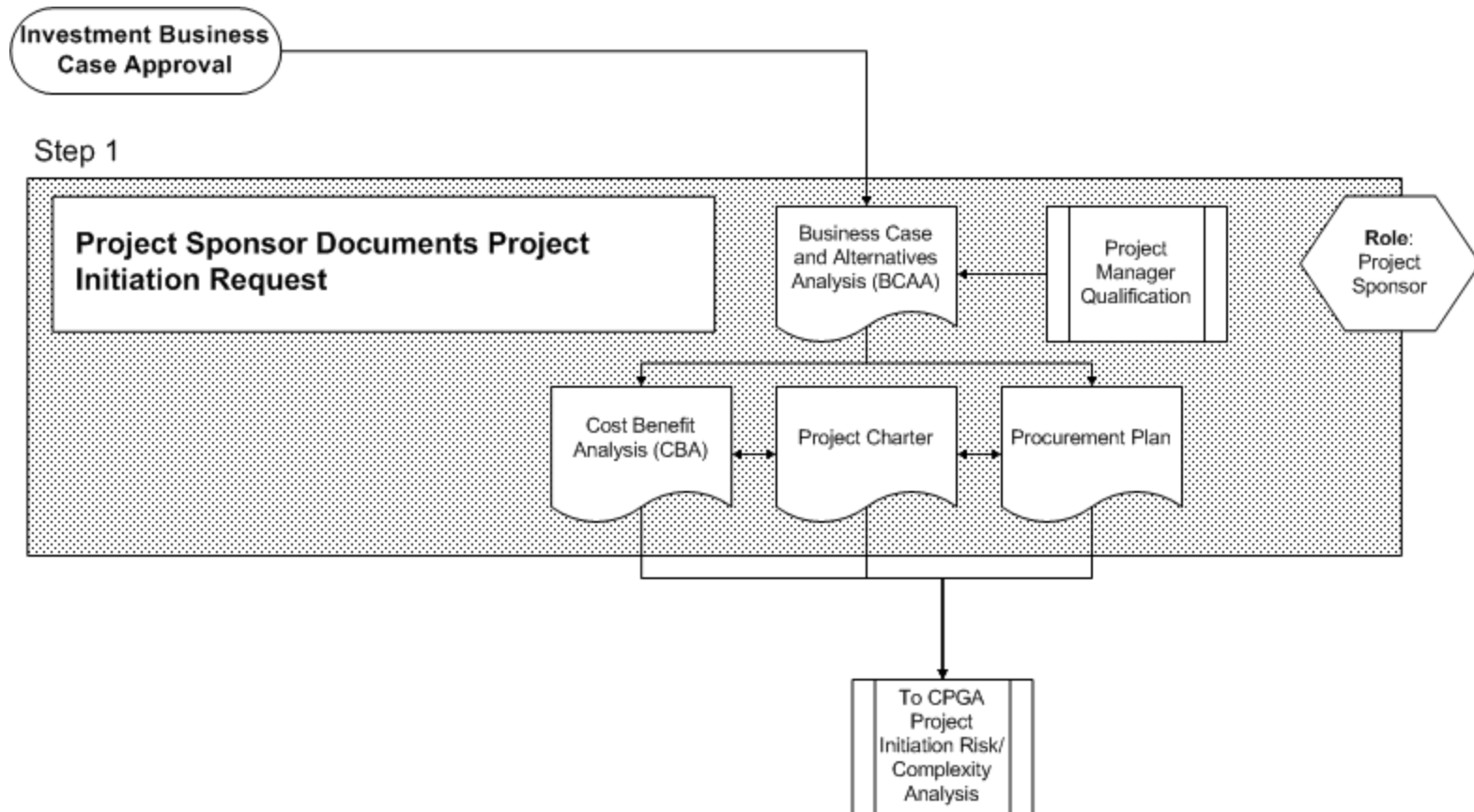
Investment Business Case Analysis & Approval





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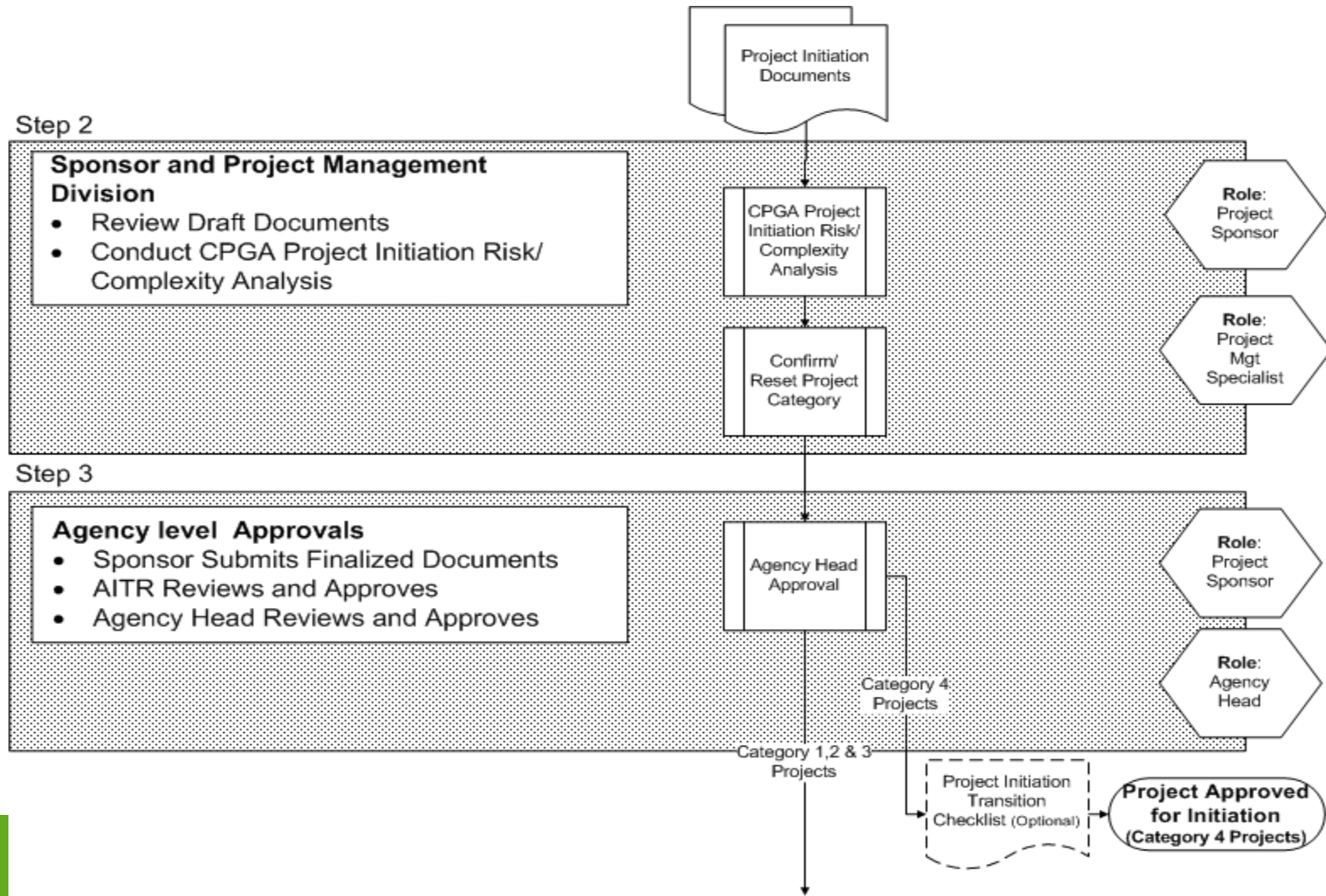
Project Initiation Approval





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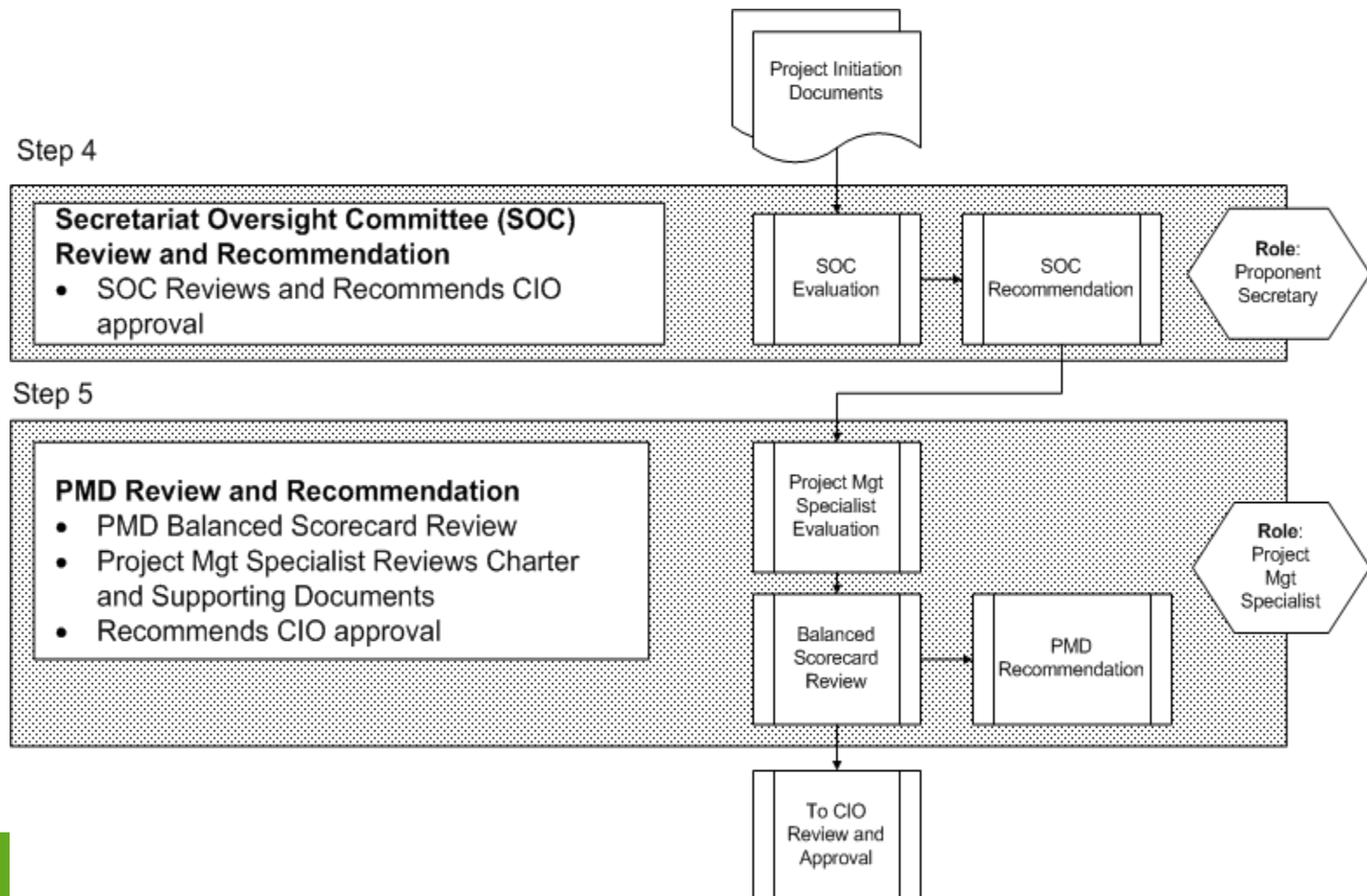
Project Initiation Approval





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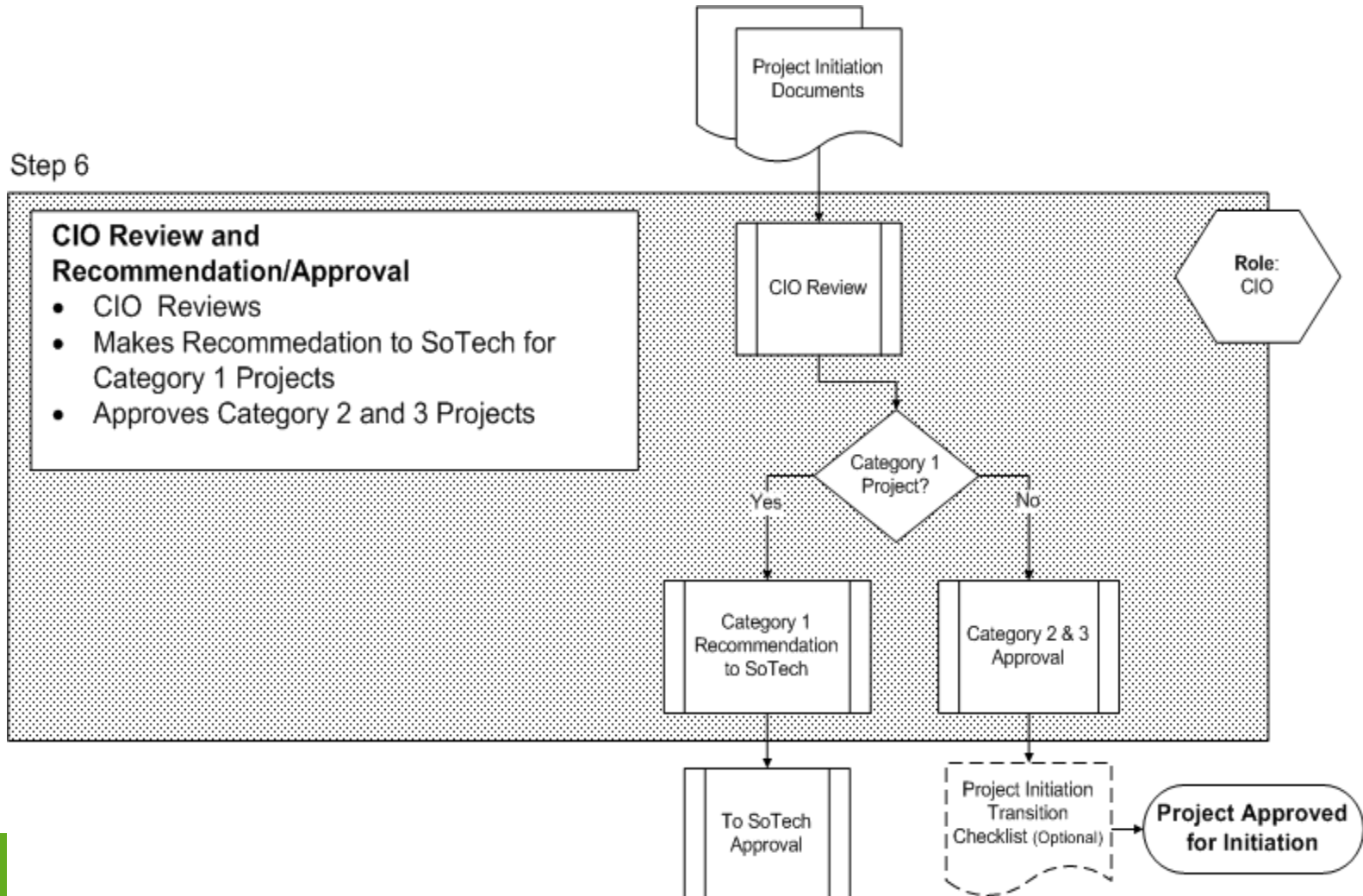
Project Initiation Approval





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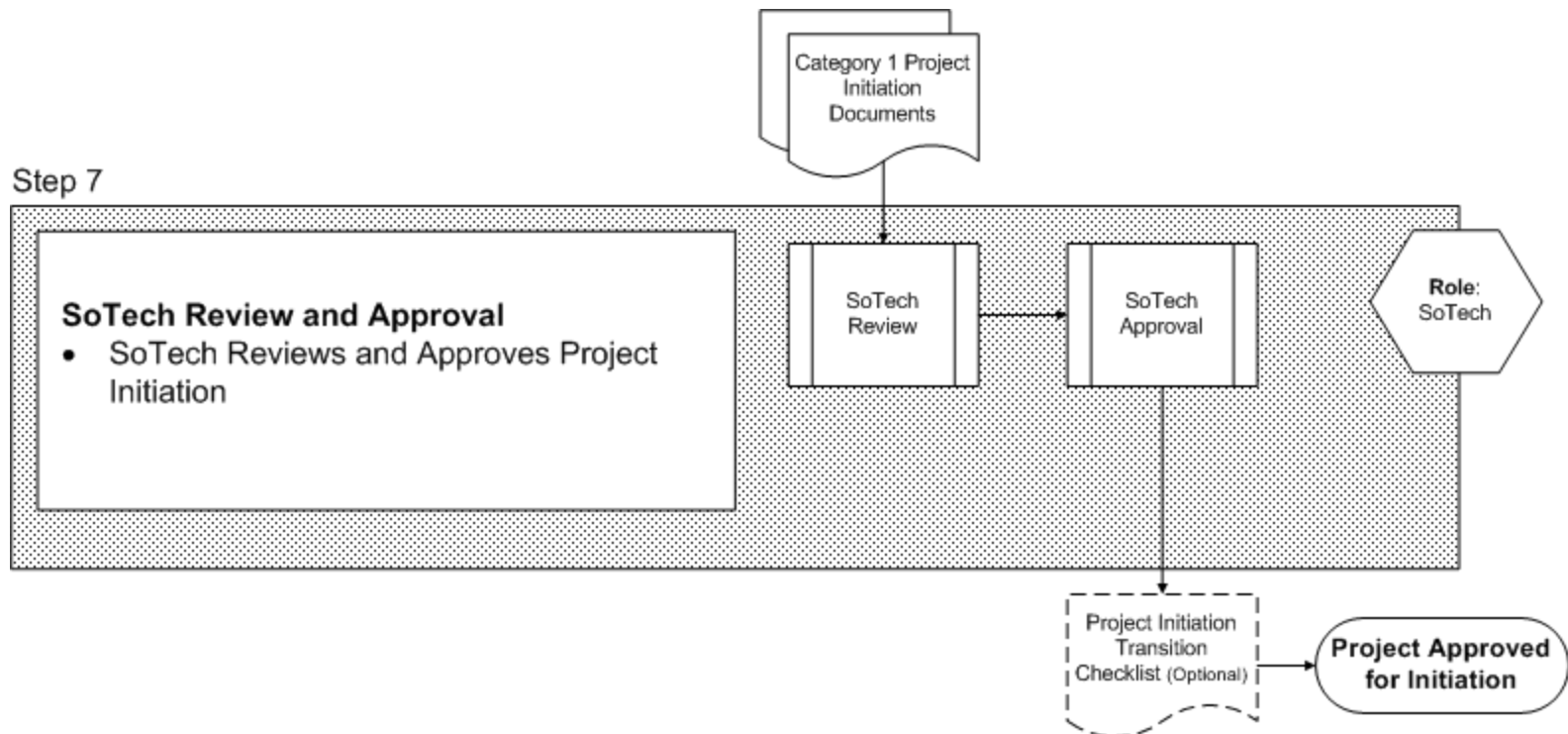
Project Initiation Approval





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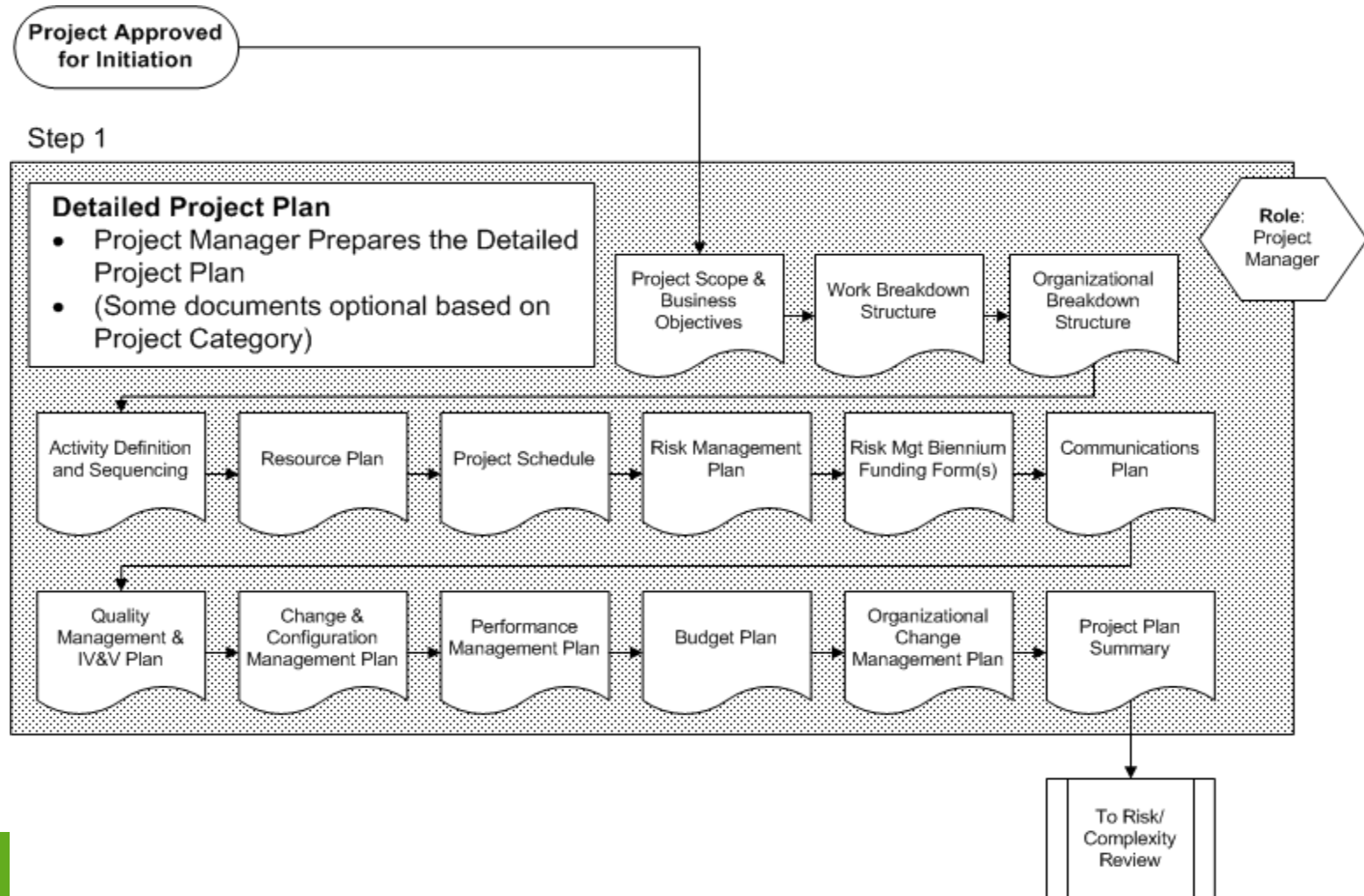
Project Initiation Approval





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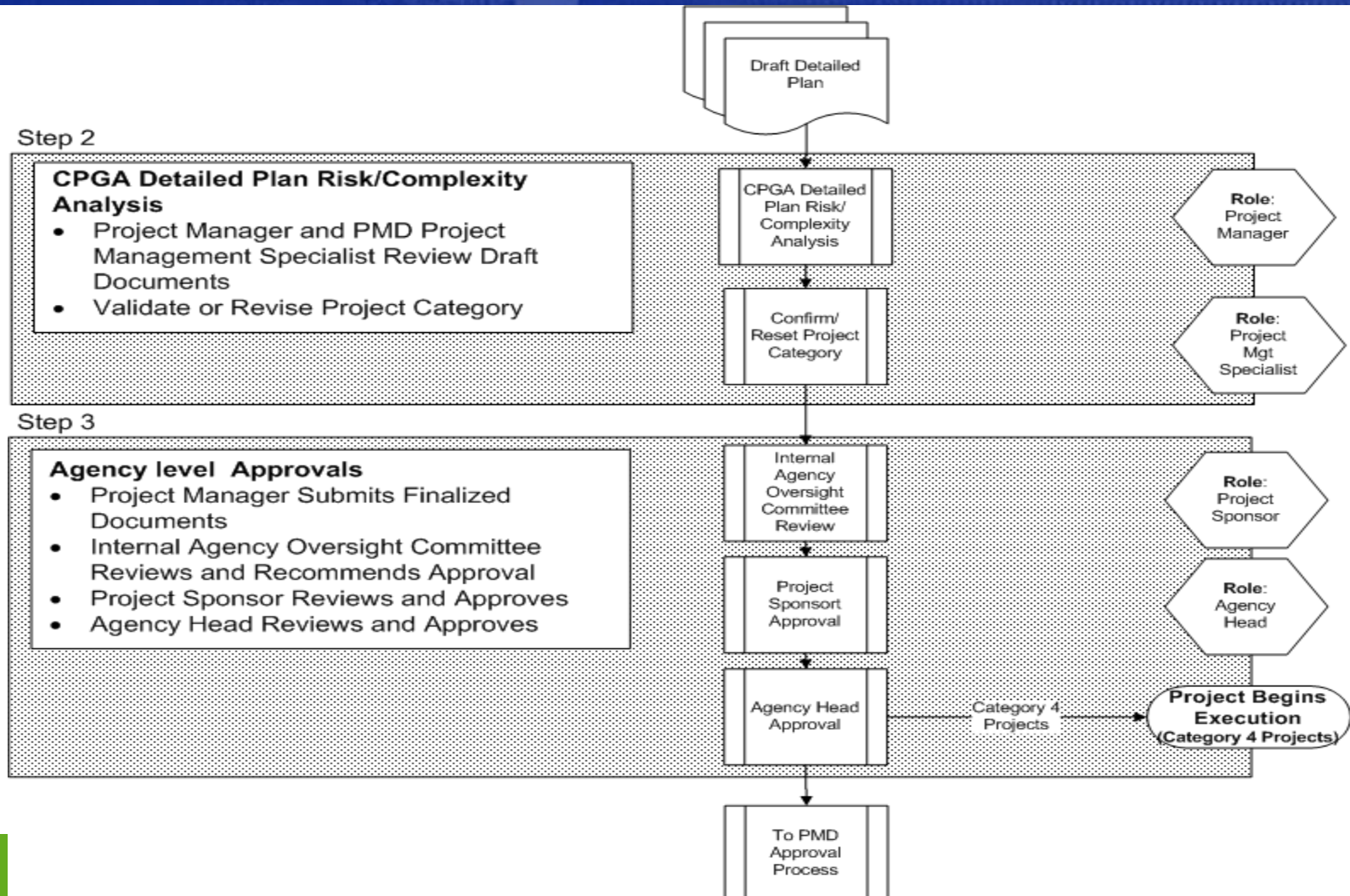
Detailed Planning





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Detailed Planning

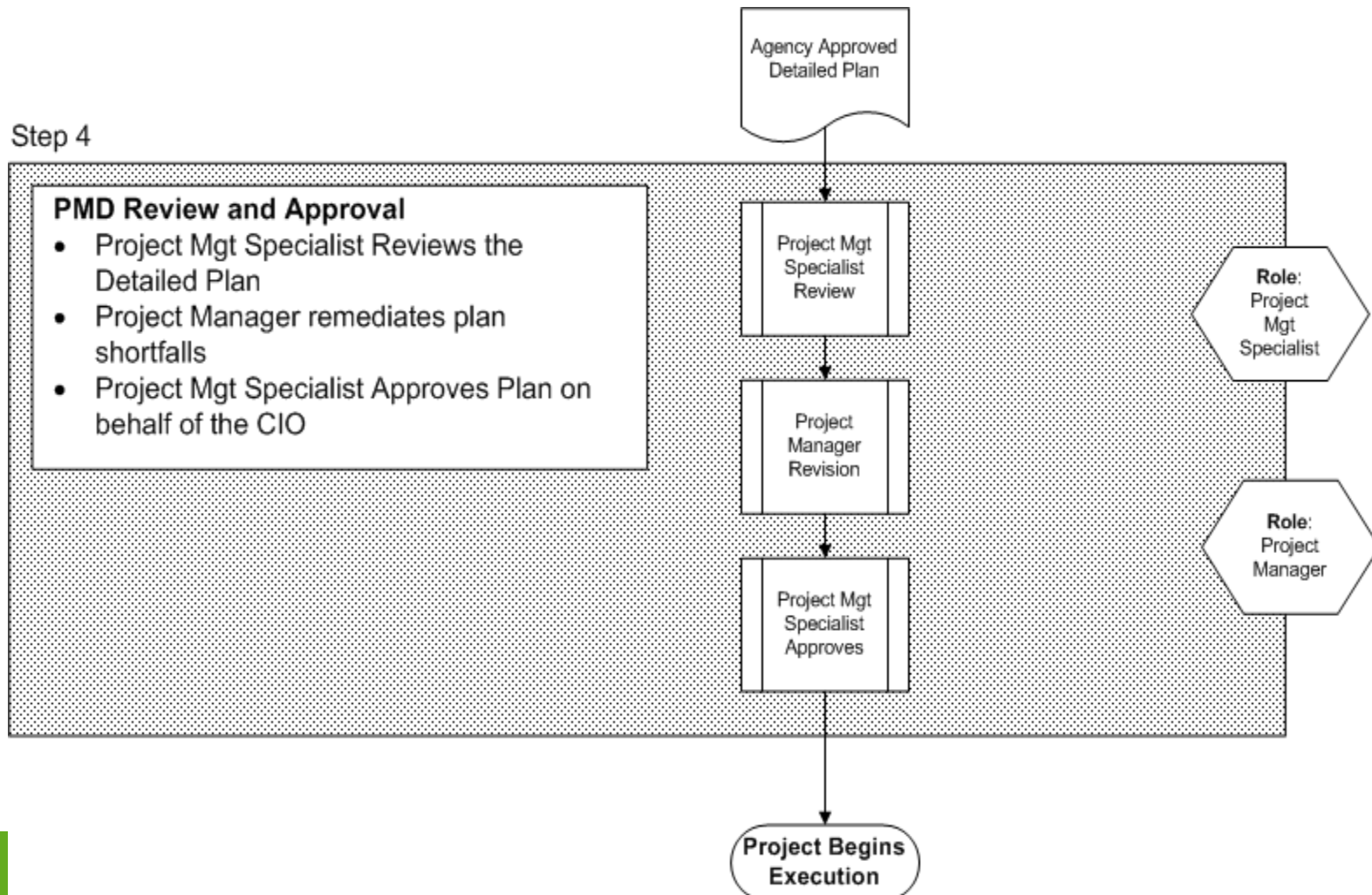




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Detailed Planning

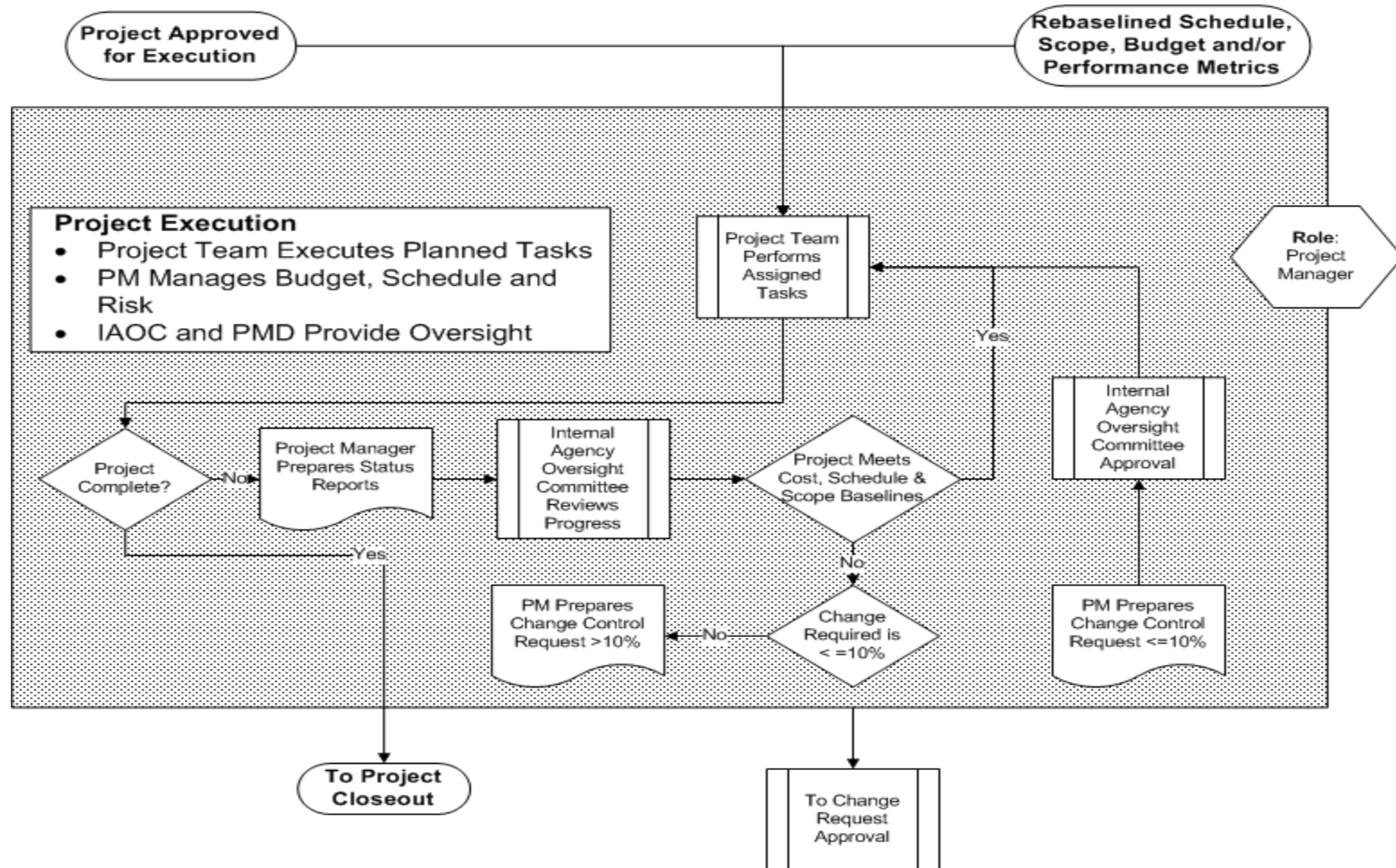
Step 4





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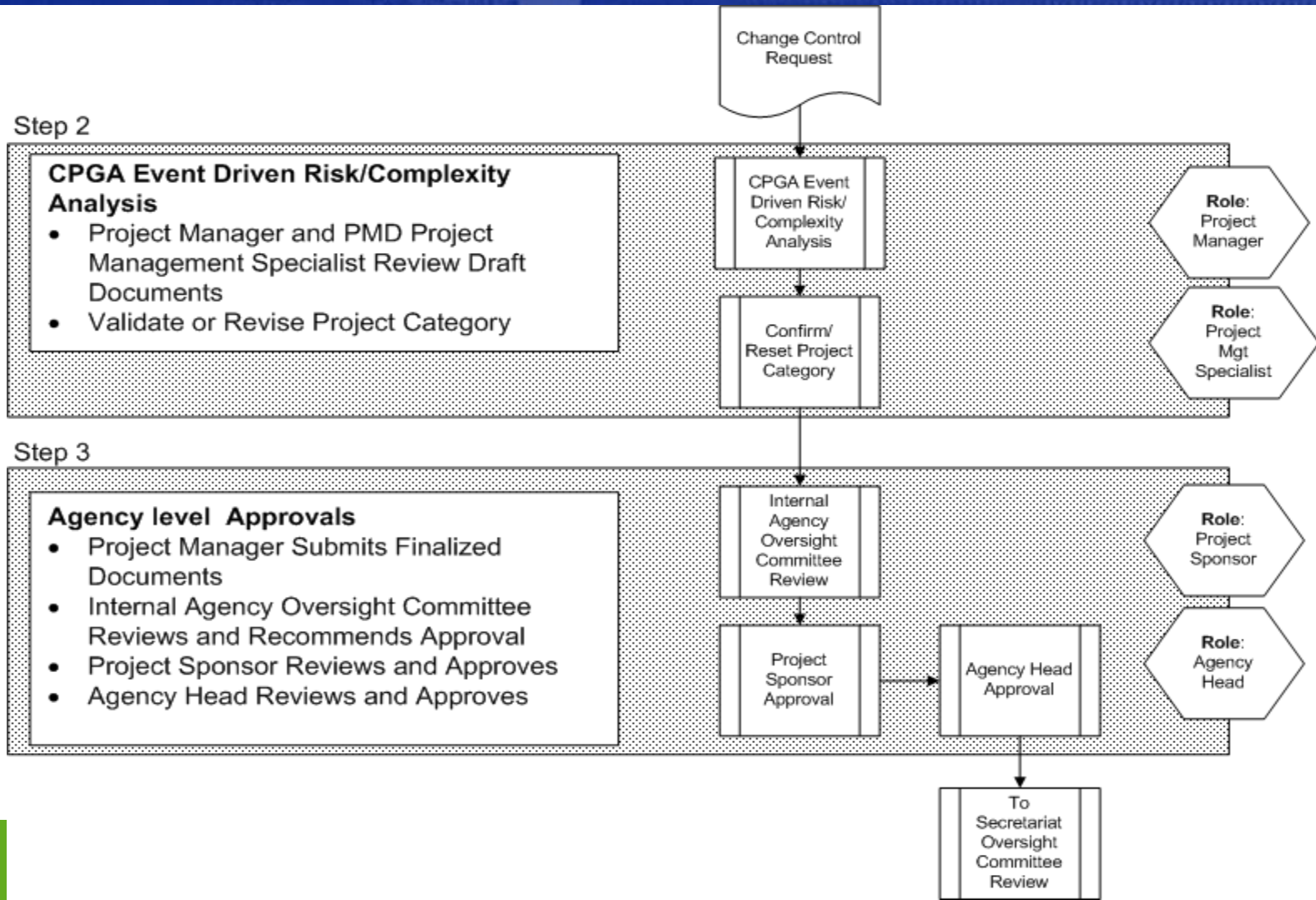
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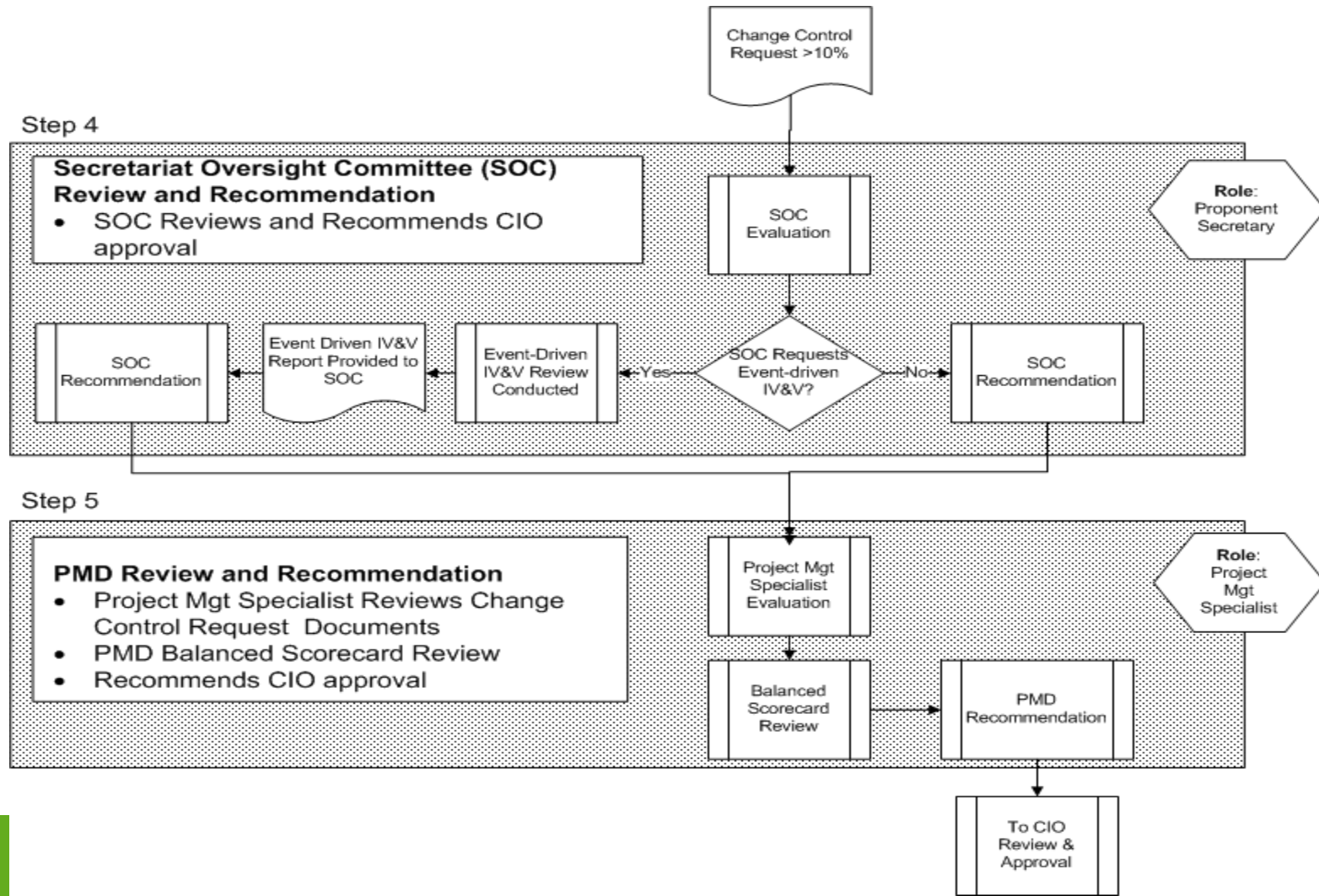


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Project Execution and Control



Project Execution and Control

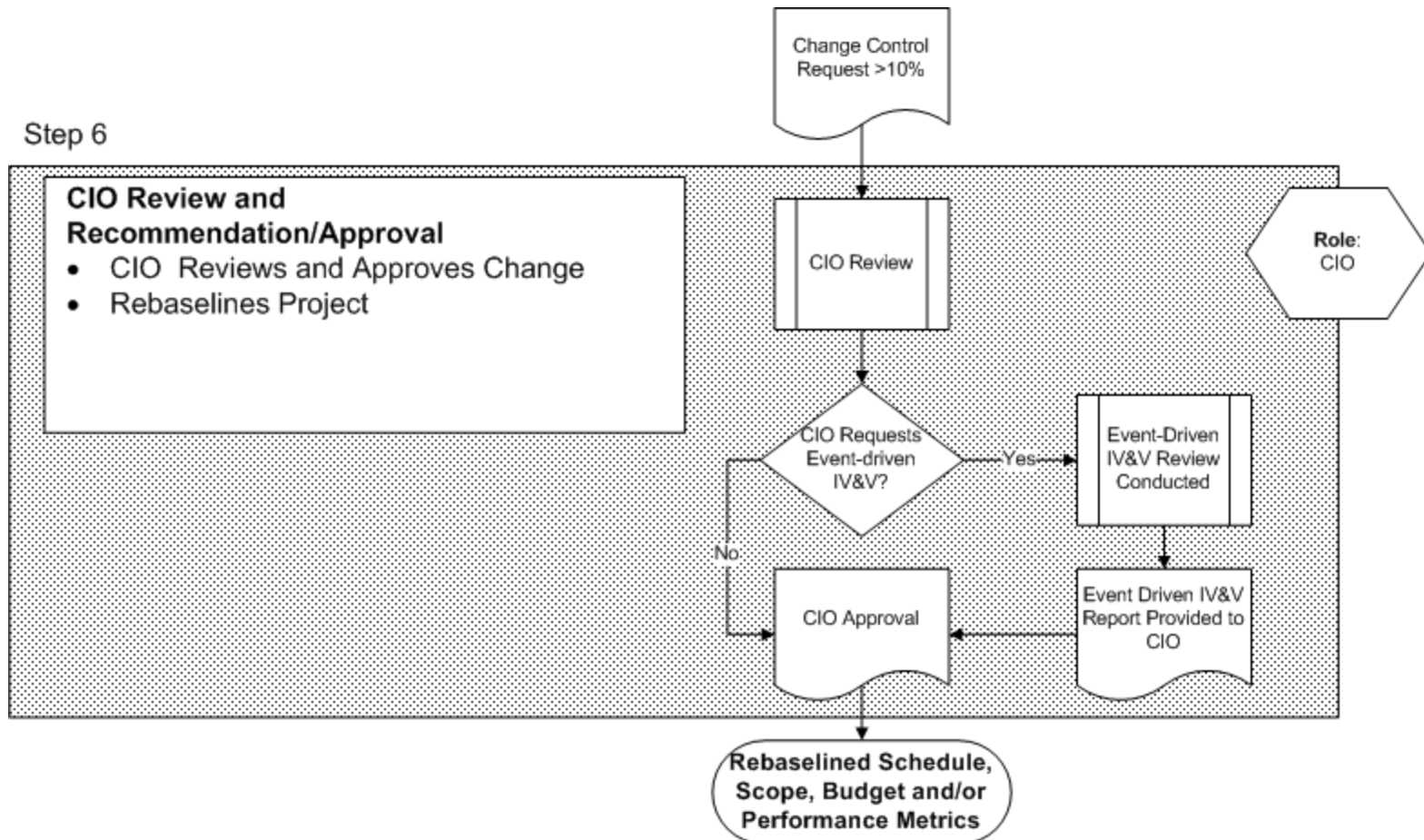




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Project Execution and Control

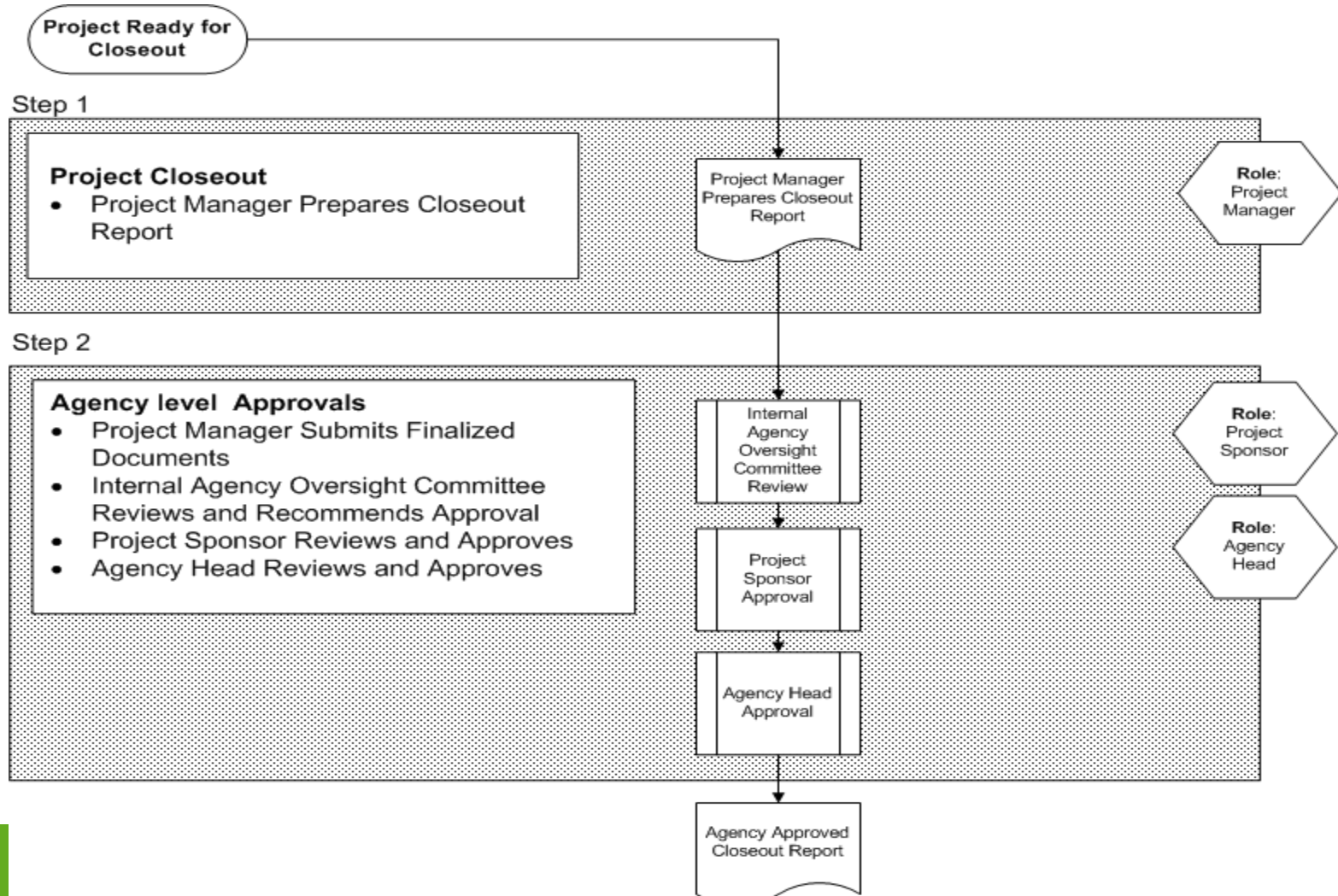
Step 6





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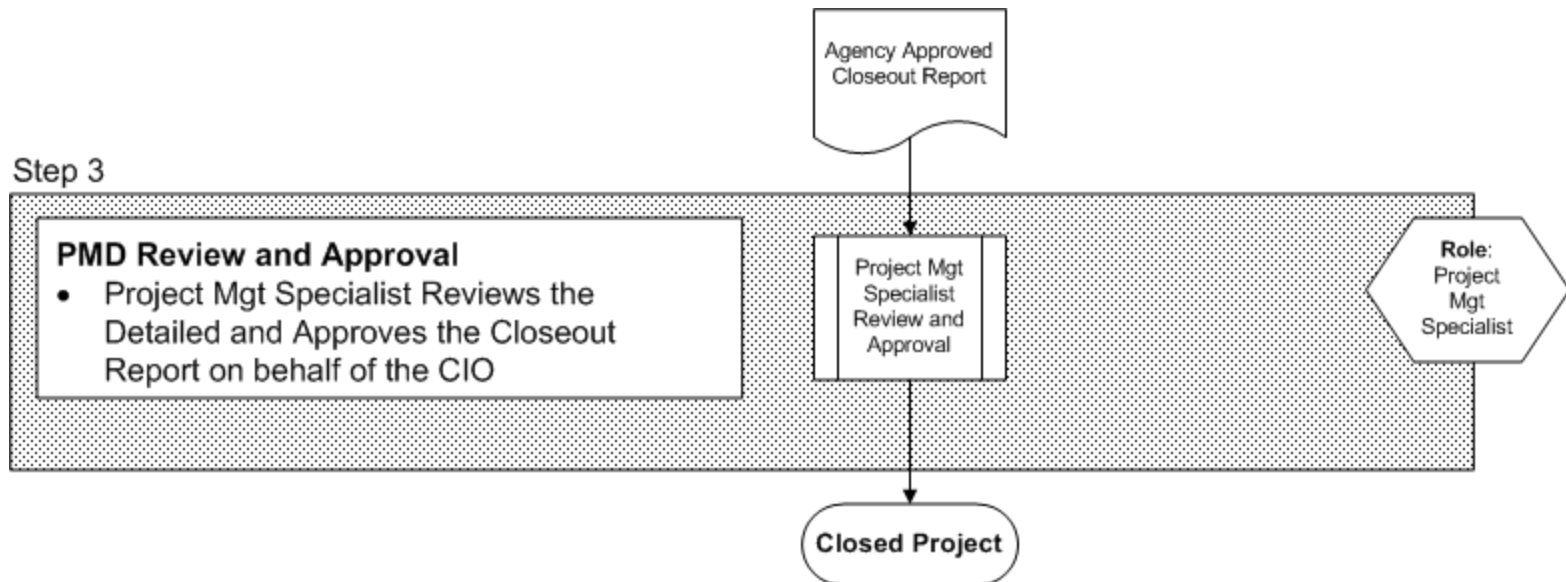
Project Closeout





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Project Closeout



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Section by Section Review



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Section 1

Introduction

- Purpose
- Authority
- Applicability
- Project Management
- What is a Project?
- Program Management
- Procurement Management
- Grant Notification



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Section 2

Commonwealth IT Project Management Lifecycle

- Overview
- Major IT Projects
- Overlap between ITIM & Project Management
- Project Selection and Investment Business Case Approval



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Section 3

Commonwealth Project Governance Assessment

- Pre-Select Risk/Complexity Assessment
- Project Initiation Risk/Complexity Assessment
- Detailed Plan Risk Complexity Assessment
- Event-Driven Risk/Complexity Assessment
- Assessment of Agency-level Projects that become Commonwealth Projects



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Section 4

Governance of Commonwealth IT Projects

- Commonwealth-level Projects
 - Estimated cost in excess of \$250,000
 - SoTech may designate a project as Commonwealth-level
 - Project Categories based on Risk/Complexity Assessment
- Agency-level Projects
- Roles and Responsibilities
 - SoTech replaces ITIB for Category 1 Project Initiation Approval
 - CIO replaces ITIB for Category 2 & 3 Project Initiation Approval
 - Agency Head approves Project Initiation for Category 4 Projects



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Section 5

Executing IT Projects

- Project Initiation
 - Project Manager Selection and Qualification
 - Business Case and Alternative Analysis
 - Cost Benefit Analysis
 - Project Charter
 - Procurement Plan
 - CPGA Project Initiation Approval Risk/Complexity Assessment
 - Agency Approval and Submission to PMD
 - Proponent Secretariat Approval
 - PMD Review and Recommendation
 - CIO Review and Approval/Recommendation
 - SoTech Review and Approval



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Section 5

Executing IT Projects

- Detailed Planning
 - Planning Activities
 - CPGA Detailed Plan Risk/Complexity Assessment
 - Agency Level Plan Review
 - PMD Review and Approval



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Section 5

Executing IT Projects

- Execution and Control
 - Risk Management
 - Change Control
 - Significant Change Control Requests
 - Nominal Change Control Requests
 - User Acceptance
 - Operations & Maintenance Planning
- Project Closeout
 - Project Closeout Report
 - Lessons Learned



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Section 5

Executing IT Projects

- Governance and Oversight
 - Project Status Reporting
 - Independent Verification and Validation
- Post-Implementation Review



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Section 6

Category One Projects

- Project Initiation
- Detailed Planning
- Governance and Oversight
 - Status Reports
 - IAOC
 - IV&V
 - Project Oversight Plan



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Section 7

Category Two Projects

- Project Initiation
- Detailed Planning
- Governance and Oversight
 - Status Reports
 - IAOC
 - IV&V
 - Project Oversight Plan



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Section 8

Category Three Projects

- Project Initiation
- Detailed Planning
- Governance and Oversight
 - Status Reports
 - IAOC
 - IV&V
 - Project Oversight Plan



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Section 9

Category Four Projects

- Project Initiation
- Detailed Planning
- Governance and Oversight
 - Status Reports
 - IAOC (No IAOC required for Category 4 Projects)
 - IV&V (No IV&V required for Category 4 Projects)
 - Project Oversight Plan



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Section 10

Enterprise and Collaborative Projects

- Definitions
- Projects that Deliver Enterprise Information Technology
 - Designation
 - Lead Agencies
 - Participating Agencies
 - Project Initiation Approval
 - Internal Agency Oversight Committee
 - Secretariat Oversight Committee
 - Project Execution
- Projects that Deliver Collaborative Applications



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Section 11

Agency-level Information Technology Projects

- Overview
- Project Execution
- Transition to a Commonwealth-level Project



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Section 12

Independent Verification & Validation

- IV&V Overview
- IV&V Roles & Responsibilities
- Process Steps
- Issue Resolution



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Questions





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PMD Points of Contact

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Back-up Slides



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